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DD/S 64-1487  
ER 64-1846

13 March 1964

MEMORANDUM FOR: Director of Personnel

THROUGH : Deputy Director for Support

SUBJECT : Supervisory Performance in Matters of Employee  
Performance and Behavior

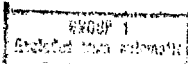
REFERENCES : (a) [ ] Involuntary Separations  
(b) [ ] Integration of Employee Information

1. It recurringly comes to my attention that from time to time the personal conduct or job performance of an employee is so deficient that it is at least highly questionable whether he is suitable for continued employment in CIA. In few instances is the deficiency or transgression a spontaneous or isolated affair; rather, investigation usually discloses a lengthy process of deterioration in performance and/or moral fiber. Far too frequently there is evidence that supervisors at all levels have not taken reasonable corrective action to guide, criticize, and discipline. In some instances most serious defects have been quietly tolerated or even concealed for misguided reasons of compassion or friendship with inadequate regard for the vital interests of the Agency and the Government.

2. Agency regulations and procedures for the official investigation and handling of these matters if complied with should assure discreet, equitable, and effective solution to any questions of employee suitability that may arise.

3. As part of our over-all Agency program to ensure high standards of suitability and to improve supervisory performance, you are directed to conduct a thorough investigation of any case which comes to your attention which raises questions of suitability for continued employment and to make appropriate recommendations to me. Where investigation reveals a failure to comply with [ ] "Integration of Employee Information," or other

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failures to assume and discharge supervisory responsibilities properly, your report will include specific comments and recommendations in this regard.

Signed

Marshall S. Carter  
Lieutenant General, USA  
Acting Director

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